

<b>Committee(s)</b> Licensing Committee	<b>Date:</b> 24 10 2018
<b>Subject:</b> Licensing Inspector Review	<b>Public</b>
<b>Report of:</b> Chief Superintendent Maleary	<b>For Decision</b>
<b>Report author:</b> Supt Presland / T/Chief Inspector Wynne	

### **Summary**

The role of the Licensing Inspector within the City of London Police was removed as part of the Transform programme of change and in line with the force's determination to realign itself to nationally recommended rank-ratio distribution. Currently the force is a significant outlier in terms of a high number of inspectors compared to sergeants.

As a result of this, the responsibilities of the Licensing Inspector have been passed to the Communities' Inspector for them to carry out all the responsibilities listed below in addition to their existing responsibilities.

Small issues are currently arising around lack of direct management of the team and the fact that there is no direct single point of contact for managers within the Corporation to have direct and timely liaison with in the Licensing offices at Walbrook Wharf.

The conclusion is that there the Licensing Inspector post should be reinstated and consideration given to the post being funded via the Late Night Levy.

### **Recommendation(s)**

Members are asked to:

- Endorse the funding of the Licensing Inspector post via the Late Night Levy.

## **Main Report**

### **Background**

The role of licensing within the City of London Police (CoLP) is in scope under the Transform Programme of change. Part of the Transform design principles and recommendations emanating from a demand and value for money review by Deloitte in 2017 were for the CoLP to review their rank ratios. Therefore, this became a principle consideration for Transform, as part of an on-going review to look across all ranks. This review involving numerous workshops with officers of different ranks aimed to check that role profiles match the requirements of the rank. Whilst, the rank ratio of inspector to sergeant within the CoLP was found to be an outlier in comparison with other forces, the review process aims to ensure that any decision to remove inspector posts will not simply be based on ratios, but on maximizing both the effectiveness and efficiency of delivery of all areas of business

During the ongoing review the post of licensing inspector became vacant owing to retirement. Given the pressing need to reduce the number of Inspectors, it was decided to remove the post and place it in holding, thus not removing it entirely. By placing the post in holding, a review could be completed to ascertain whether the removal did not negatively affect the effectiveness of this area of business.

### **Current Position**

With the removal of the licensing inspector post, the current structure of the licensing department is:

- Two police constables, one of which is core-grant funded, one of which is late night levy funded (£50,547 for the LNL PC)
- Two Grade D police staff posts

The licensing Committee and Corporation's Licensing Department became aware of decisions taken from the CoLP posting panel.

On the 12 July 2018 Members of the Committee were invited to a stakeholder consultation meeting with Commander Gyford. During these discussions the Committee and Corporation stated their concerns regarding the loss of the licensing inspector, and the risk of subsuming licensing services into a dual function undertaken by the communities' inspector and chief inspector.

During the meeting, a wide range of experience was shared regarding licensee management and engagement, violent crime reduction, volume of work within the licensing inspector role, the gravitas of the rank when attending visits, scene management when disorder had taken place, individual officers who had previously performed the role and the existing performance of the inspector.

The discussion also allowed for a wider understanding of the inspector roles within the CoLP and the challenges around temporary promotions, retention and placements of individuals for career development.

All views were listened to and considered in the discussions. At the end of the discussion, Commander Gyford clarified the time line of events, including the set design principles within Transform and the rank ratio findings. She took time to emphasise that nothing had been finalised and as a result fair and responsive stakeholder challenge that had taken place she would now instigate a further review considering these wider views.

As part of the ongoing Transform process, a service is defined as a means of delivering value to internal or external customers by facilitating outcomes to satisfy a need or fulfil a demand. The table below identifies those high level services currently undertaken by the licensing department

Licensing	Early intervention and contact meetings with licensees
Licensing	Point of contact and liaison with CoL licensing officers
Licensing	Gathering and submitting intelligence Reports
Licensing	Coordination and submission of promoted event risk assessments
Licensing	Building evidence and documentation for case reviews and hearings
Licensing	Planning and delivery of proactive licensing operations
Licensing	Response to all licensing condition and new application requests
Licensing	Provision of all firearms, shotgun and explosive licensing requests

The increased workload for Communities Inspector will reduce the ability to oversee at a strategic level, their areas of responsibility which may impact on overall performance. In particular the absence of a supervisor within licensing will inevitably draw the inspector into resolving tactical issues which sergeants in other areas of communities' business (Mounted, Prevent, Servator, Community Policing) deal with.

Day-to-day management of the licensing team will be more distant, reducing the ability to respond to pressing operational issues whether task, team or individual related.

The licensing team is located within offices of the Corporation itself. The inability to speak to a police supervisor despite co-location of police and Corporation licensing services may reduce confidence in the police's ability to joint-problem solve on a fast-time basis.

The lack of a police decision-maker 'in-house' may make it difficult for the police to challenge corporation decisions, especially where it could be deemed that the police are being asked to undertake activity not within their remit.

There have been no issues at any specific licensed premises at this time and no increase in crime and disorder at licensed premises with the removal of the licensing inspector post. However, with the Christmas period approaching, the ability of the team to deal with the inevitable seasonal issues associated with this period may be diminished.

The number of licensed premises has grown exponentially throughout the last few years. There are approximately 850 now within the City of London, with approximately 30 hotels. The Eastern Cluster of new businesses will see an assumed rise in licensed premises, but moreover, the footfall will increase dramatically. This will significantly increase the work of the police licensing unit, further emphasising the need for effective supervision.

## Options

### **1. Restore the post of licensing inspector to ensure delivery of the service as before.**

Advantages:

- Partner agencies particularly the Corporation will regain any lost confidence that has occurred
- Pre-existing service, which is deemed to have been effective will be restored

Disadvantages:

- There will be a cost implication to this option. The full cost including on-costs of a top rate Inspector is £81,495.

### **2. Maintain the Current Situation**

Advantages:

- Efficiency savings achieved and rank ratio improved

Disadvantages:

- Increased workload for Communities Inspector at tactical and strategic level;
- No direct supervision within licensing department;
- Limited engagement opportunities with other agencies within licensing department.

## Proposals

Reinstate the post of Licensing Inspector to ensure delivery of the service as before.

This can be achieved via utilising funds from the Late Night Levy. The Licensing Inspector can take on additional responsibility for staff and officers within Communities & Partnerships thereby improving the issue of the rank ratio. Communities currently has a total staff of 74 all run by one Inspector. If this ratio was shared with the Licensing Inspector, it would even out the management ratio and also give the Licensing Inspector the ability to utilise staff and officers in Licensing activity during the night time economy hours to adhere to the requirements of the Late Night Levy.

## Corporate & Strategic Implications

The reinstating of the Licensing Inspector Post would adhere to the CoLP Corporate Plan namely:

Critical success factors of external partners and critical friends would be enhanced with a dedicated Licensing Inspector.

A Licensing Inspector can help innovation thrive by creating opportunity for new initiatives to be developed that support our Corporate Plan ambitions.

It will assist in making the CoL the safest city area in the country and will assist in the CoLP delivering a police service that is valued.

### **Implications**

The main implication is one of cost. If this post is reinstated the total cost will be £81,495 annually. This can be mitigated by utilising the Late Night Levy.

### **Conclusion**

The conclusion is that a Licensing Inspector is required in the City of London Police and this will assist the City of London with its burgeoning licensing activities and premises in the Square Mile.

### **Appendices**

- None

### **T/Chief Inspector J Wynne**

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